Teams... What Do Yours Look Like and How Well Do They Work

IM/ITS and TEB Joint Conferences
Wilmington, NC
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Jim Kellenberger, PE
Kellenberger Engineering, Inc.

Teams Come in All Sizes

Family Unit Work Group Church **Social Club Athletic Team** NCDOT **AASHTO** IM/ITS **SHP/Law Enforcement** TEB

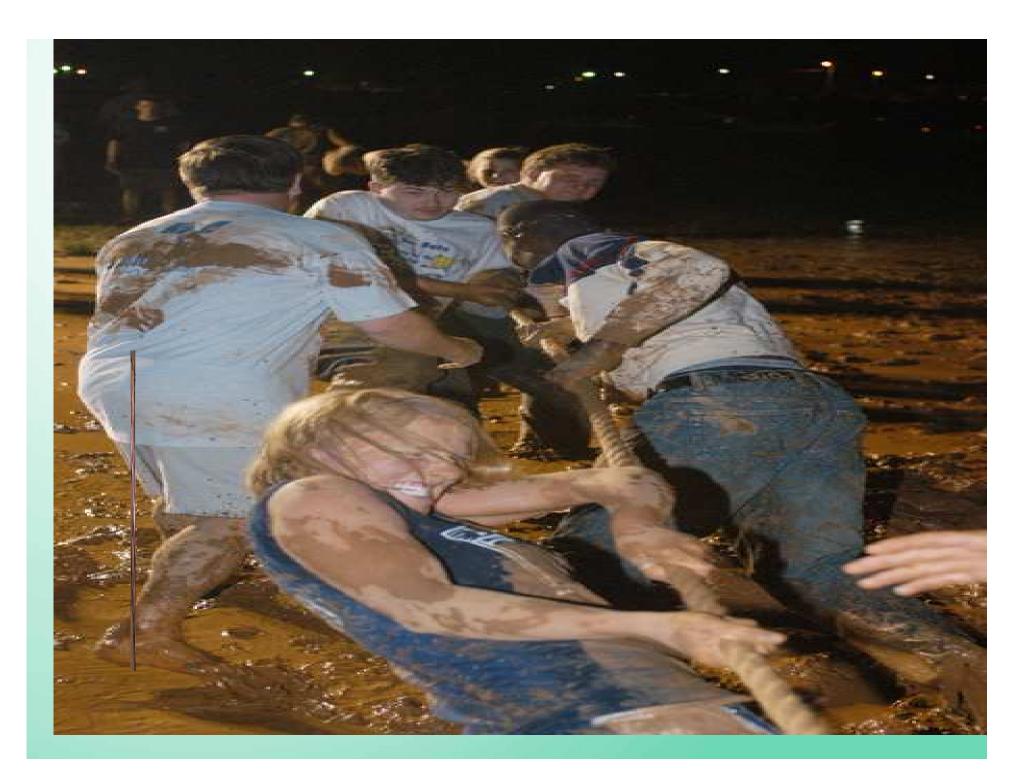




Left to right: Grady Fulghum, Dewey Allen, Donnie Hinnant, Bill Johnson, Charles Barnes, Keith Manning,

Quentin Lamm, Aydren Flowers, Ray Barnes, Dennis Deans, C. J. Deans, Wayne David, David Brame.

Boys' Basketball











The Traditional Pyramid Approach to Teams...

Top-Down Decisions...

"If we Wanted Your Opinion, we Would Have Sent you a Memo"

Who is Accountable in This Approach?

The Newer More Functional Approach to Teams...

All Team Members have Input into Decisions...

"You are a Valued Member of this Team we Need Your Opinion"

Who is Accountable in This Approach?

"At the Most Elemental Level a Team is Nothing More Than a Relationship With a Purpose (Voice)"...

To Lead Others... ...I Must Lead Myself First... Model Leadership

Leading one's life powerfully... Finding Your "Voice"...

Conscience Discipline

Passion

Vision, Discipline and Passion with Conscience in the Center

I Lead People..... First

Then..... Manage Things.

"Leadership is Communicating to People Their Worth and Potential so Clearly That They Come to See it in Themselves"

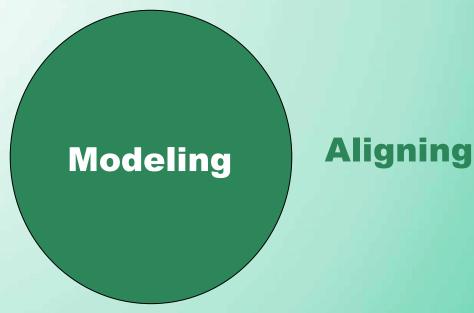
Helping Others Find Their Voices...

Helping them be a part of the team...

The Four Roles Of Leadership

Modeling, Pathfinding, Aligning, Empowering

Pathfinding



Empowering

Doing Things Faster Can Never be More Effective Than Doing the Right Things

To Really Change things....

I Must Change Myself First... Because we are all Leaders

Trust



Trustworthiness



Character

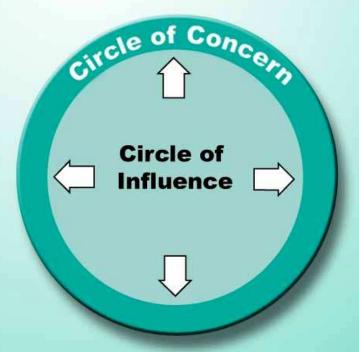
Competence

Trustworthiness; Worthy of Trust, Dependable, Reliable

Trust; A firm Believe or Confidence in Honesty, Integrity, Justice, of another person or thing.

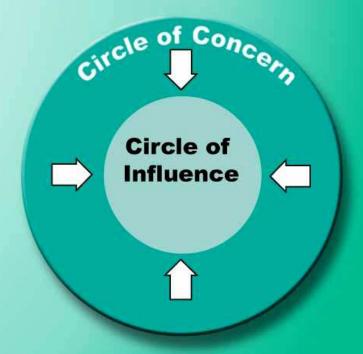
Have I Ever Done Something
That Might Have Damaged My
Trustworthiness With my Team
Members? What did I/will I do
to repair that damage? ...

Proactive Focus

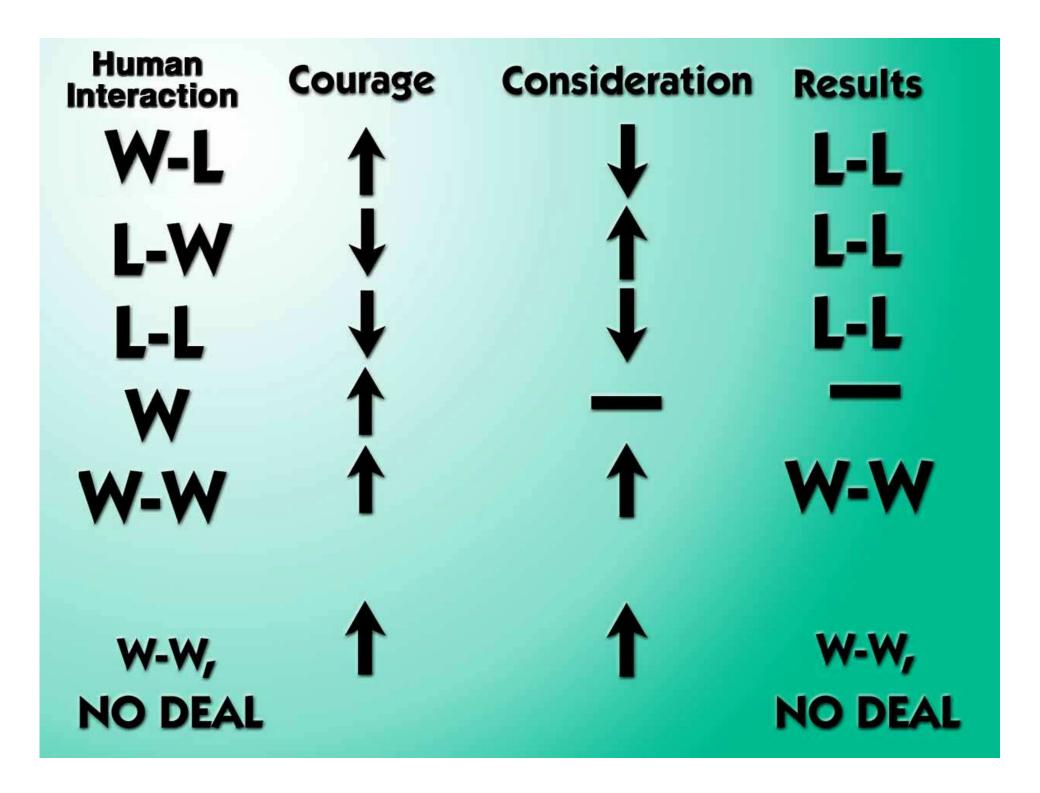


Circle of Influence Increases

Reactive Focus



Circle of Influence Decreases



Low Trust Cultures like the Transportation Industry

Produce "My Way, or the Highway" Attitudes

These Attitudes Create Silos... We All Operate in Them

What Do Mine Look Like...

Silos...
Are

AntiTeams...
AntiAntiBetter Way

Leaders Break Down Silos... (Build & Support Teams) High Trust

Managers Go to the Top of Their Silo and Enter the Next Silo From the Top...

Low Trust

Teams are like Plumbing ...

Members (pieces)
Come in all Different Sizes...

and With all Kinds of Bends and Twists...

To Build Trust From Other Team Members...

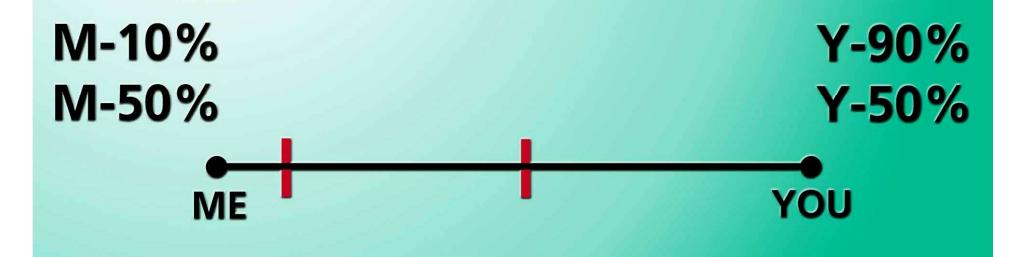
You Are Able to Restate the Person's Position As Good or Better Than They Did.

To Give Trust To Others....

We Must All Feel Understood...

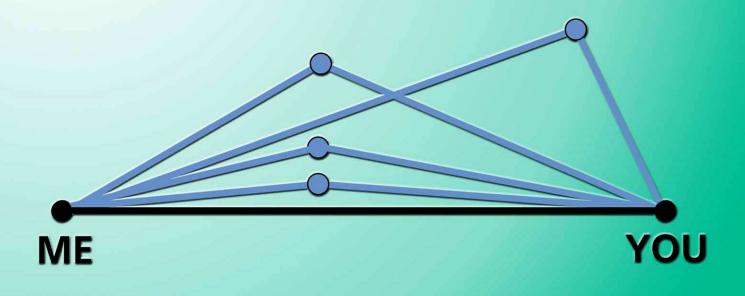
Physiological Equivalent of Air

A Weak Relationship is Based on.... Compromise



A Strong Relationship is Based on Synergy...

The 3rd Alternative A Better Way



NOT MY WAY

NOT YOUR WAY

Leaders Build Strong Teams By...

Looking for Solutions "Why Can't We Do This..."

Instead of Reasons
"We Can't Do This Because..."

in·san·i·ty: (ਖ਼n-san� ਖ਼-tѰ) n., pl. -ties

1. Doing the Same Things Harder, Faster and Expecting Different Results

"So Did I See My Team and is it Working?"

What can I do to Improve my Team?